



BEACHCOMBER
RESORTS & HOTELS

ANALYST MEETING

17 January 2019



GROUP INCOME STATEMENTS – YEAR ENDED 30 SEPTEMBER

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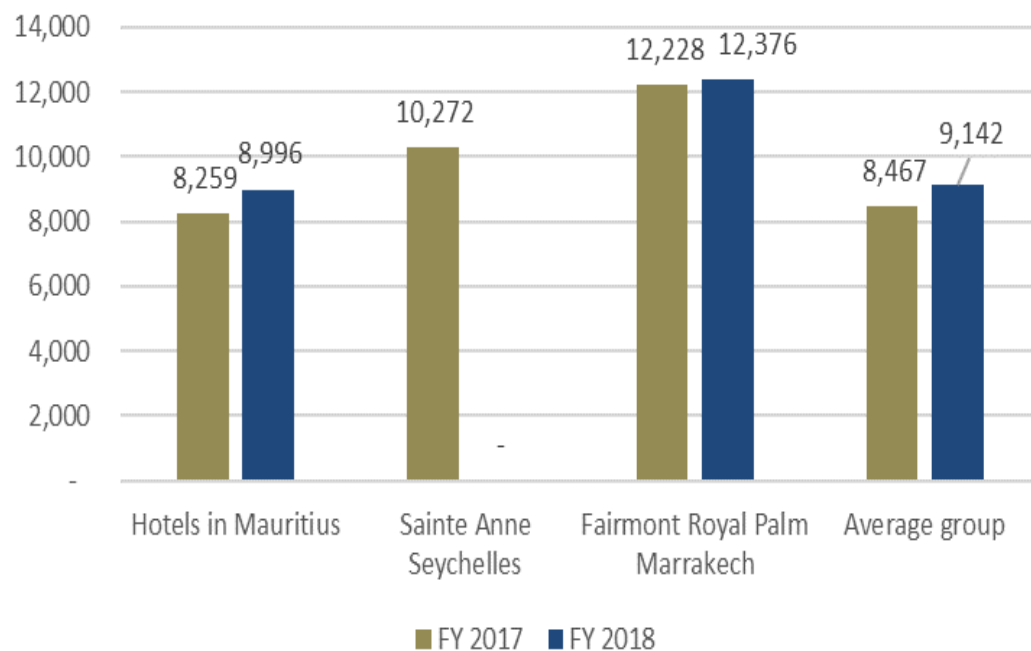
Rs M	FY 2017	FY 2018	% increase
Revenue			
Hotel operations and others	9,177	9,537	
Property	352	569	
	9,528	10,107	6%
Direct costs	(1,881)	(2,085)	11%
Staff costs	(3,239)	(3,265)	1%
Other expenses	(2,975)	(3,020)	2%
Earnings from operating activities	1,433	1,736	21%
Other income	339	91	-73%
Share of results of associates	9	5	
Profit/(loss) on disposal of property, plant and equipment	(7)	4	
Normalised EBITDA	1,774	1,837	4%
Insurance recovery from fraud	59	-	
Gain on disposal of investment	61	-	
Closure costs	(101)	(78)	
EBITDA	1,793	1,759	-2%
Finance costs	(1,009)	(829)	-18%
Finance revenue	12	14	
Exchange (loss)/ gain on currency borrowings	42	(34)	
Depreciation and amortisation	(678)	(680)	
Profit before tax	160	230	44%
Income tax expense	(127)	(96)	
Profit for the year	33	134	



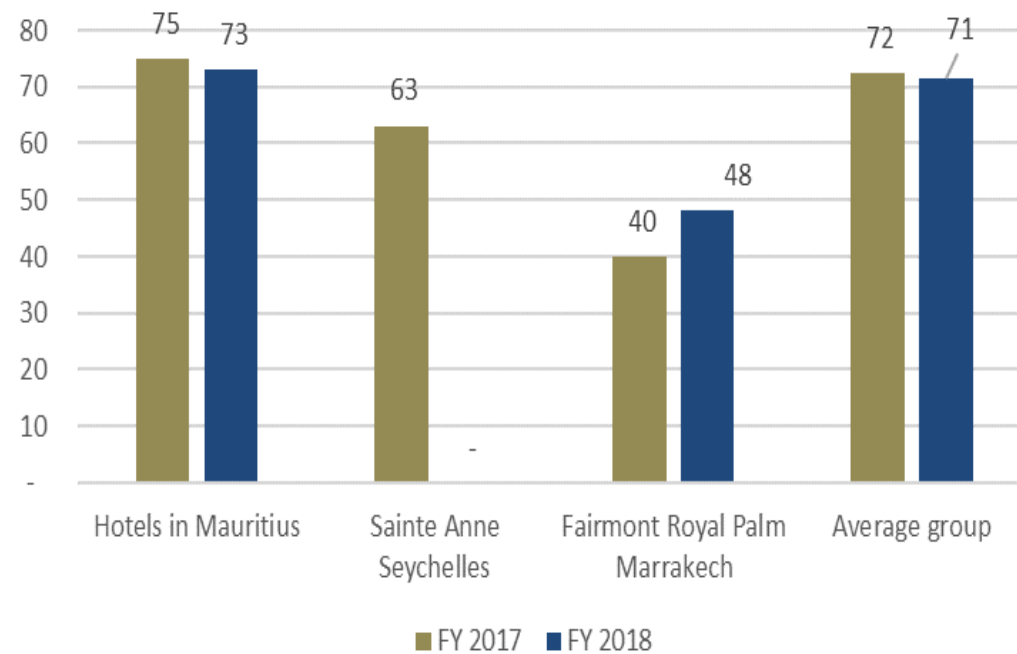
	FY 2017	FY 2018
PAT Analysis (Rs M)		
Hotels in Mauritius	540	431
Fairmont Royal Palm Marrakech	(247)	(131)
Domaine Palm Marrakech	(201)	(141)
Ste Anne Seychelles	(137)	(119)
Beachcomber Tours & Maurtourco	98	92
Others	(20)	3
	<u>33</u>	<u>134</u>



ARR (Rs)



Occupancy rate (%)





	FY 2016	FY 2017	FY 2018
TRevPAR (Rs)	9,566	10,089	10,303
Occupancy rate (%)	71	72	71
Interest cover (times)	1.44	1.69	2.22
Net debt/total assets (%)	48	47	42
Net debt/equity ratio (%)	143	148	113
Dividend per share (Rs)	0.33	-	0.22
Net Asset value per share (Rs)	24.57	23.58	24.85
Share price (Rs)	20.05	23.05	22.25
Market Capitalisation (Rs Bn)	9.71	11.16	12.19

**STATEMENT OF FINANCIAL POSITION**

	FY 2016	FY 2017	FY 2018
	Rs'm	Rs'm	Rs'm
Non-current assets	27,727	27,605	28,684
Total equity	11,900	11,420	13,610
Non-current liabilities	15,034	15,563	16,323
Net current assets/(liabilities)	(793)	(622)	1,249

DISTRIBUTION TO SHAREHOLDERS

Dividends	(160)	-	(120)
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CASH FLOWS

Generated from operating activities	1,341	1,641	2,248
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	THE GROUP		THE COMPANY	
	FY 2017	FY 2018	FY 2017	FY 2018
	Rs'000	Rs'000	Rs'000	Rs'000
Convertible preference shares	1,761,130	423,396	1,761,130	423,396
Subordinated loans	1,374,082	1,497,750	-	-
Long term finance	8,950,405	11,444,045	6,418,019	8,839,960
	10,324,488	12,941,795	6,418,019	8,839,960
Bank overdraft	1,874,996	766,698	1,710,133	460,477
Short term finance	4,177,060	2,288,237	4,064,754	2,178,708
	6,052,055	3,054,935	5,774,887	2,639,185
Total debt	18,137,673	16,420,126	13,954,037	11,902,541
Cash in hand and at bank	1,260,151	1,057,971	474,074	150,563
Net debt	16,877,522	15,362,155	13,479,963	11,751,979
Net debt/equity	1.48	1.13	1.64	1.12
Net debt/EBITDA	9.5	8.4	9.1	9.0
Cost of debt (%)	5.66	4.81	5.43	4.85



One brand strategy

"Beachcomber"

4 and 5 star resorts

The Art of Beautiful

Authenticity and warmth
of Mauritian hospitality







- Operational Excellence
 - Rebranding and affirmation of our brand values
 - Accelerated refurbishment of Mauritian hotels
 - Elaboration of brand standards and continuous training
 - Earthcheck and HACCP certification
- Re-engineering of debt
- Focus on under-performing assets
 - Management agreement with Fairmont – Accor for Royal Palm Marrakech
 - Villas Marrakech: completion of Phase 1 and launch of Phase 2
 - Development of large 4-star resort at Les Salines – largest Mauritian hotel
 - Signature of agreement with Safran Landcorp for development of 365 arpent site at Les Salines: Golf course and 220 villas
 - Redevelopment and lease agreement with Club Med at Sainte Anne
 - Sale of Reef Hotel in Seychelles
 - Early stages of development of Praslin site in Seychelles



SEMARIS

Property Development

Objective: Non-hotel assets under one roof with specific focus on cash generation



- Les Salines PDS: 220 villas + golf course over 365 arpents
- Les Salines I.H.S. (part of hotel project): 56 family units
- Domaine Palm Marrakech: Development of phase 2 & 3 over 250 arpents; sale of land plots and villas
- Reef hotel Seychelles: Sale
- Praslin site Seychelles: 150 arpents - Joint venture partnership for development of resort and villas



FAIRMONT ROYAL PALM MARRAKECH





GOLF COURSE







- Launch in December 2018
- Made up of:
 - 18 plots of land
 - 10 Family villas
 - 26 villas
- Delivery of villas: during course of 2021

Future Phase
150 Units



Phase 1:
95 Units
Completed

FY2019:
Launch of Phase 2
54 Units





Project

- Construction of a 4* hotel at Les Salines comprising 310 rooms and 56 I.H.S units
- I.H.S Units will be built simultaneously with the hotel project

Product positioning

- Family and sport oriented
- Entry level 4* resort

Structure

- Development of the hotel by Les Salines Golf and Resort Ltd (100% owned by NMH) and sold to BHI
- Construction of the IHS apartments by Les Salines IHS Ltd and sold to 3rd parties
- NMH to lease back the hotel and IHS units and to operate the resort





Status

- Project team has been appointed
- EIA clearance obtained
 - Environment and Land Appeal Tribunal
 - New wetland to be constructed
- Tender documents for construction have been sent out – Selection process underway
- Mock up room ready
- Start of works expected in February 2019 with completion by October 2020





Project

- JV with Safran Landcorp
- 220 luxury villas and a golf course
- Target average selling price of the villas is EUR 2M per unit.
- Target net profit of 25% on estimated sales of Rs 17Bn

Golf Course

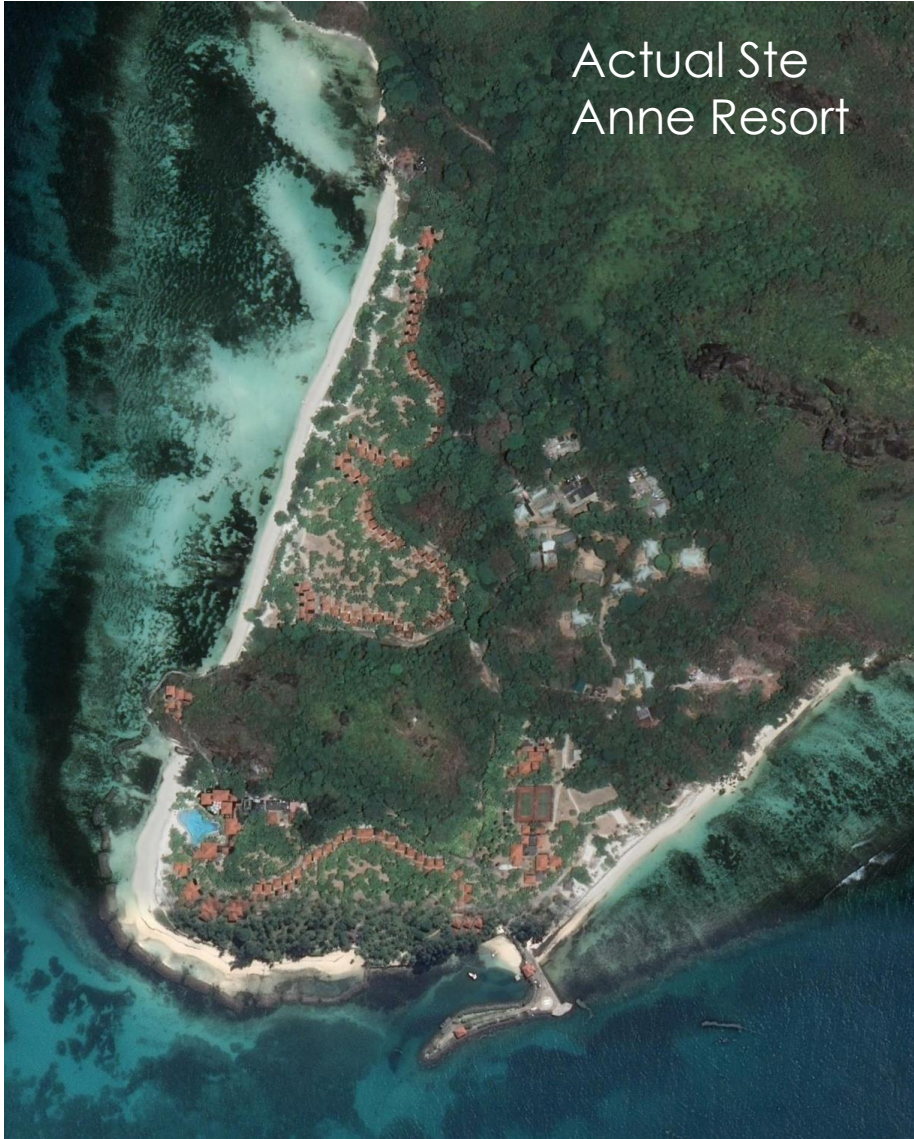
- To remain the property of NMH but financed by JV

Status

- EIA and PDS application - target date March 2019
- CRP signatures – target date June 2019



Actual Ste
Anne Resort



New Club
Med Project





Project

- Construction of 296 rooms on Sainte Anne (ie additional 207 units to existing 89 suites)
- Leased back to Club Med

Product positioning

- 5* resort for families
- Adults-only zone to be made available

Structure

- Estimated construction cost of USD84M
- Upon completion, resort is leased back to Club Med
- Lease term is 12 years, renewable thereafter
- Financing structure: Senior debt, junior debt, preference shares and/or quasi equity instruments



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Thank you

Q&A

www.beachcomber.com